Headquarters U.S. Air Force

Integrity - Service - Excellence

USAF Expeditionary Warfighting Challenges

Lt Gen Ron Keys
Deputy Chief of Staff
Air & Space Operations

U.S. AIR FORCE

19 Oct 04

Context

- We Should Have Done Well
  - Second War
  - Twelve Year War
  - Less Than World Class Opponent
- We Were Better Trained, Better Equipped, Better Organized and Better Integrated Than Ever Before… 70% of Shooters Combat Experienced
- Adversary Lessons
  - Prevent Lodgment
  - Prevent Air Supremacy
  - Attack Nets
  - Protect Command and Control
  - WMD May Be a “Use or Lose” Proposition

U.S. AIR FORCE

What Are We Doing: Organizations

- Stood up an Air Force Lessons Learned Office
- Stood up a Battlefield Airmen Program
- Stood up the Joint Air Ground Operations Office
- Developed the Air Component Coordination Element (ACCE)
- Developed Contingency Response Groups
- Developed Convoy Operators and Escorts
- Refining and Rebalancing the AEF
  - Shifting the USAF Battle Rhythm to the Battle Rhythm of the AEF
  - Shifting from AEF to JEF -- Joint Expeditionary Force

Designated the CAOC as a Weapon System

- Included the ASOS, DCGS, Functional AOCs,
- Including Integrated Base Defense, Wing Operations
- Including AFFOR Organization and Support
- 24/7/365

- Fixing the Federated BDA System

U.S. AIR FORCE

What Are We Doing: Procedures

- Developing Agreement on Joint Fire Support Coordination Measures
- Developing Agreement on Joint Airfield Seizure and Handoff
- Developing Agreement on Joint Airfield Defense

- Developing a Common Understanding of the ATO Cycle
  - Institutionalize Better Integrated Planning
  - Institutionalize the Time Sensitive Targeting Process

- Developing Joint CONOPS and UAV Airspace Control Measures

U.S. AIR FORCE

What Are We Doing: Systems

- **Improving Sensor to Shooter and Sensor to Shooter/Analyst/Weapon… speed, range, flexibility, precision and persistence… across the Joint Force**
  - **Developed ROVER**
  - **Developing "Kneetops", John Madden Pencil**
  - **Broadening Machine-to-Machine Language Cross-Cuing**

- **Agreeing to the Common IT Architecture**
  - **Web-based, Self-forming, Self-healing, IP Addressable, Wide-Area Combat Net**
  - **TBMCS and Link 16**
  - **Joint Tactical Radio System**

- **Developing Predictive Battlespace Awareness…**
  - **Confirmation not Discovery**
  - **Pursue Software for Change Analysis / Analyst Alert**

- **Pursuing Mobile Targets in the Weather; Pursuing HDBT**
- **Solving Joint Fratricide**
  - **All Weather, Day/Night, All Employment Ranges, In Extremis-"Danger-Close**

U.S. AIR FORCE

Bottom Line

- **Integrated Joint Capability is the absolute requirement**
- **Divorces required capabilities from platforms at the outset**
  - **Encourages "Clever Ideas" to compete with Legacy Systems**
    - **But they have to "plug and play"**
  - **Encourages leveraging/trade-offs for integration**
  - **Encourages people/equipment/procedures trade-offs**
  - **Encourages leveraging joint solutions and joint integration**
    - **Don't forget "plugging and playing"**
  - **Encourages putting "old things" together in new ways**
    - **Did I mention "plug and play?"**
- **The payoff is solutions that are not pre-ordained; but solutions that must be pre-ordained to integrate with the total Joint Force… Legacy and Future**

U.S. AIR FORCE

Parting Points to Ponder

- **“The right question will sometimes get the wrong answer, but the wrong question guarantees the wrong answer”** **-Anon**

- **“Unthinkables tend to happen whether you think about them or not”** **-Anon**

See First
Understand First
Act First
THE PENTAGON WASHINGTON, DC
AIR
AND
SPACE
OPERATIONS